Prospectus

Leadership & Organisational Development Faculty

Foreword

Hello and welcome to the Leadership & Organisational Development Training Prospectus.

A Training Needs Analysis was conducted in February 2024. After an in depth review of the results and with the Management and Leadership Framework in mind, our team has worked hard to design and develop lessons and materials that you have asked for.

We are very excited to offer an entirely new catalogue of lessons tailored to suit everyone, in the organisation.

If you are interested in a course, we encourage you to sign up. If you think a course would be beneficial to a colleague, please encourage them to sign up. We look forward to seeing you soon.

Head of Leadership and Organisational Development Faculty

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Management and Leadership Development Framework

Coach

Organisational Effectiveness

Personal Impact

Service Improvement
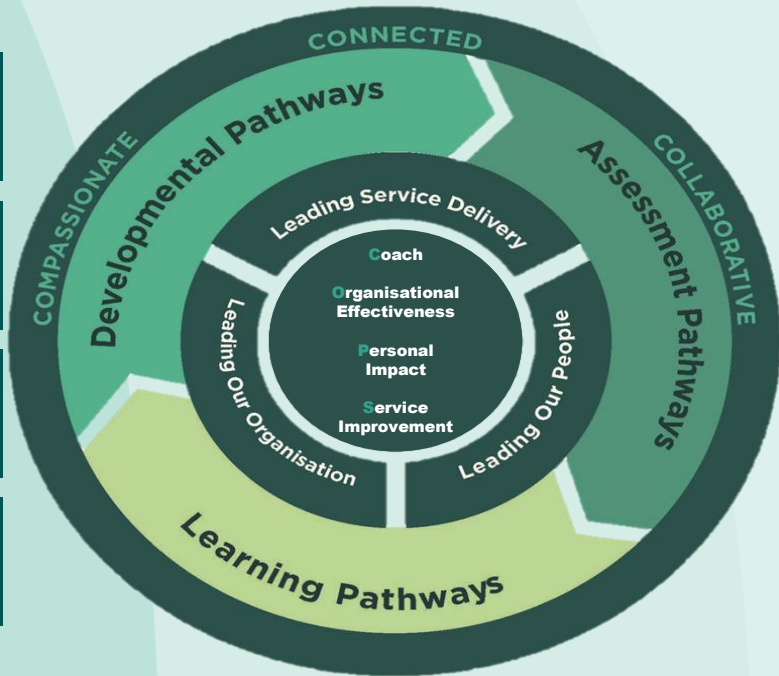
Colleagues,

Thank you for taking the time to consider what we have to offer in our Leadership & Organisational Development Faculty Prospectus.

No matter what your role, grade/rank, or your experience is, we have endeavoured to meet your experiential, knowledge and skills needs, as part of your professional development journey.

The Management and Leadership Development Framework (MLDF) above, is important to us as it has helped us identify what, in practical terms, we can do to help you deliver the best of yourself, within PSNI.

The 'attributes' highlighted in the MLDF (Coach, Organisational Effectiveness, Personal Impact, Service Improvement) influence what each of us do to contribute to the quality of service delivery we provide to communities every day.

The L&OD Faculty Team have worked hard to deliver a series of lessons that will enhance your ability to meet the challenges of your role. We will continue to meet your developmental/career aspirations by providing you with the tools to build on your skill set.

Based on your feedback, we will consistently review and develop further learning opportunities which are consistent in producing a pipeline of future leaders at all levels, who are competent and capable in maintaining and ensuring that the high level of service delivery by the PSNI, continues to be achieved.

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Skills Builder

Our Skills Builder classes are designed to be delivered remotely via WebEx. This offers flexibility so anyone can get involved from anywhere. Skills Builders introduce ideas that can be further developed in our Skill Booster courses.

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Coaching Skills Workshop (Virtual)

Skills Builder

Format:	WebEx
Duration:	2.5 Hrs
Course Code:	LDP15
How to book:	Campus

Overview

Coaching is a skill that helps an individual unlock their potential by asking questions. Anyone can be a coach.

This Coaching workshop is designed to enhance your understanding of Coaching and provide you with a toolkit of skills that can be used in your day to day work.

We will cover the concept of Coaching, talk through a coaching model, and look at some other useful tools that can help you and your team members work more efficiently.

Who is this for?

This course is for anyone in the organisation.

What will I learn?

- The key principles and benefits of coaching in the workplace;

- Gain an awareness of coaching models, active listening and questioning techniques used in coaching;

- Reflect on how to implement coaching in your role.

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Psychological Safety (Virtual)

Skills Builder

Format:	WebEx
Duration:	3 Hrs
Course Code:	LDP16
How to book:	Campus

Overview

Have you ever felt ignored, undervalued or felt your contributiuons aren't being recognised?

What happens if you make a mistake?

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. It is the ability to create a professional 'safe space' for colleagues and team members

Who is this for?

Anyone who wants to learn and promote an environment of psychological safety and wellbeing within their workplace.

What will I learn?

- What Psychological Safety is and how it impacts upon teams.
- Recognise the benefits of having a psychological safe working environment.
- Skills to improve and promote the psychological safety within your team.

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Introduction to Emotional   Intelligence (Virtual)

Skills Builder

Format:	WebEx
Duration:	2.5 Hrs
Course Code:	LDP22
How to book:	Campus

Overview

Have you ever wondered what is meant by Emotional Intelligence or thought about why it might be important?

EI refers to the ability to identify and balance our own emotions, to recognise the emotions of others and to use those abilities to communicate effectively and build healthy, productive relationships.

The good news is that we all can improve and develop our EI.

Who is this for?

This course is for anyone in the organisation who wants to learn more about themselves and learn how developing EI can help to improve relationships both at home and at work.

What will I learn?

- What EI is and the importance of it in the workplace.
- Recognise areas of personal EI development.
- Learn about the 5 domains of EI.

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Managing Difficult Conversations (Virtual)

Skills Builder

Format:	WebEx
Duration:	2 Hrs
Course Code:	LDP21
How to book:	Campus

Overview

Have you ever put off having that difficult conversation with a team member or colleague because you know how they are going to react?

Whether you are a manager or not, challenging conversations happen regularly.

Learn how to prepare for tough conversations, and gain the confidence to navigate through these challenging situations.

Who is this for?

Anyone who wants to feel more confident when having difficult conversations.

What will I learn?

- What makes some conversations difficult and why.
- Recognise the importance of having a difficult conversation.
- Learn skills for managing a difficult conversation.

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Introduction to Mastering the Art of Delegation (Virtual)

Skills Builder

Format:	WebEx
Duration:	2.5 Hrs
Course Code:	LDP24
How to book:	Campus

Overview

Do you ever feel that the better you are at your job the more work you are given? This can lead to being overloaded, stress and burnout.

One of the best ways to overcome this is to become an effective delegator.

Delegation not only supports you as a leader but it also supports the development and empowerment of the individuals you manage and helps to create capable and competent teams.

Who is this for?

Leaders and managers who want to enhance their productivity whilst also helping to develop the skills of their team.

What will I learn?

- How to become an effective delegator whilst building the trust and skills of your team.
- Understand the methods of delegation and how to apply the skill of delegation.

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Effective Communication (Virtual)

Skills Builder

Format:	WebEx
Duration:	3 Hrs
Course Code:	LDP26
How to book:	Campus

Overview

This interactive workshop is designed to help you develop your communication skills, confidence and energy to create the impact you want when you choose to create it.

The aim is to equip you with everything you need to build your communication skills at all levels. Whether it is interpersonal, organisational or external, there is something for everyone in this workshop.

We hope, by attending this session, you will gain skills to help you become a leading communicator who connects and resonates with anyone.

Who is this for?

Anyone who wants to enhance their communication skills within the workplace.

What will I learn?

- Understand what is meant by effective communication.
- Identify preferred communication styles and adapt them to connect with everyone.
- Develop a practical plan to communicate more effectively with others.

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Skills Booster

Our Skills Booster classes are designed to be delivered in person for a half day. Skills Boosters introduce useful topics and go into more detail on some of the Skills Builder WebEx sessions.

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Team Effectiveness & Inclusive Leadership

Skills Booster

Format:	Classroom
Duration:	½ Day
Course Code:	LDP18
How to book:	Campus

Overview

This in-person course explores the concept of Team Effectiveness and the skills and behaviours required to get the best out of your team.

Your team is made up of numerous individuals, but have you considered how to make them work effectively as a team? Whether you are in Operational Policing or in a Key Support area, the effectiveness of your team has an impact throughout the organisation and beyond into society. Recognising the range of perspectives your team members can bring benefits everyone.

Who is this for?

Anyone who wants to learn and promote an environment of Team Effectiveness in their workplace.

What will I learn?

- The concept of Team Effectiveness
- Applying Team Effectiveness ideas within your teams.
- Creating a safe environment for open communication
- Valuing diverse perspective within a team
- Key elements of trust
- How to avoid toxicity in your team
- Reflect on the skills of your team.

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Developing Confidence

Skills Booster

Format:	Classroom
Duration:	3 Hrs
Course Code:	LDP25
How to book:	Campus

Overview

Feeling unsure of yourself and your abilities?

Developing confidence is crucial for personal and professional growth but it isn't always easy. This session will help you idenify what is holding you back, by increasing self-awareness and providing you with some practical skills and methods for overcoming negativity and building your resilience.

Who is this for?

Anyone who wants to enhance their confidence within the workplace and at home.

What will I learn?

- Define what confidence is.
- Understand potential barriers that are holding you back,
- Develop strategies & tools for developing your confidence.

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Coaching Skills Workshop

Skills Booster

Format:	Classroom
Duration:	1 Day
Course Code:	LDP17
How to book:	Campus

Overview

Coaching is a skill that helps an individual unlock their potential by asking questions. Anyone can be a coach.

This Coaching workshop is designed to enhance your understanding of Coaching and provide you with a toolkit of skills that can be used in your day to day work.

This Skill Booster is designed to build on the virtual Coaching Skills Workshop. There will be the opportunity to practice Coaching with your colleagues and really delve into the art of Coaching.

Who is this for?

Anyone who wants to learn and promote a coaching culture in their team.

What will I learn?

- The key principles and benefits of coaching in the workplace.

- Coaching models, active listening and questioning.

- Techniques used in coaching.

- How to implement coaching in your role.

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Skills Bootcamp

Our Skills Bootcamps are designed to be delivered in person and over a number of days. These courses involve teamwork and provide an opportunity for networking. Skills Bootcamps will polish your skills in a number of areas.

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PSNI Fundamentals of Management

Skills Bootcamp

Format:	Classroom
Duration:	2 Day
Course Code:	LDP19
How to book:	Campus

Overview

Whether you are newly promoted or just wanting to enhance your managerial skills, this course will assist you in understanding the role of management.

You will hear from subject matter experts who will impart their knowledge and generate discussions to develop your skills and confidence as a manager.

You will leave empowered and better equipped to excel in your current role and developing career.

Who is this for?

Temporary and Substantive EO2, EO1, SGTS and above who want to develop their managerial knowledge.

What will I learn?

- How to manage Performance
- Attendance Management
- Workplace Dispute Resolution
- Accident Management
- Pulse
- Mental Health and OHW
- Managing Challenging Conversations

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Core Leadership Skills

Skills Bootcamp

Format:	Classroom
Duration:	3 Day
Course Code:	LDP20
How to book:	Campus

Overview

The Core Leadership Skills Programme consists of three online modules followed by a three day in person course. On this programme leaders will be equipped with the core tools, skills and theories needed to develop as a leader and effectively lead their teams.

Leadership Style problem solving activities will also be spread throughout the course where participants can apply the skills and theories that they have learned.

Who is this for?

Temporary and Substantive EO2, EO1, SGTS and above who want to develop their managerial knowledge

What will I learn?

- Diversity of Thought
- Leading with Emotional Intelligence
- Team Effectiveness
- Psychological Safety
- Coaching

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College of Policing Level 4 Leadership Programme

Skills Bootcamp

Format:	Blended Learning
Duration:	Phased over 12 Months

This course is designed by the College of Policing and is delivered on a yearly basis.

Overview

The aim of the programme is to further develop and enhance leadership capability within the PSNI; providing those in senior leadership positions with an opportunity to explore their personal leadership style, and to ensure they are operating at the correct level as a leader. The programme focuses on both personal and organisational leadership skills.

It consists of 2 modules, the first on Personal Leadership is a comprehensive 3 day programme while the 2nd module will be scheduled with a gap of at least 3 months when you will complete a 4 day module based on Organisational Leadership.

Who is this for?

Deputy Principle, Chief Inspector, Grade 7 & Superintendent Levels.

What will I learn?

- Module 1 – Personal Leadership

- Module 2 - Organisational Leadership

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College of Policing Level 5 Executive Leaders Programme

Skills Bootcamp

Format:	Blended Learning
Duration:	Phased over 12 Months

This course is designed by the College of Policing and is delivered on a yearly basis.

Overview

This course is designed to equip our future chief officers to lead policing operations and organisations locally, regionally and nationally. The course includes elements of personal, organisational and operational leadership at the executive level.

The course enables individuals to identify, understand and improve their personal development areas to support their progression into a chief officer role.

Who is this for?

Superintendents, Chief Superintendents & Staff grade equivalent.

What will I learn?

- Ethical and inclusive leadership

- Business skills

- Political acumen

- Leadership of major policing issues, such as counter terrorism, child protection and nationally significant events

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As part of the People Strategy 2025 and the Leadership and Organisational Development Management & Leadership Development Framework, the PSNI is embedding a Coaching Culture within the Organisation.
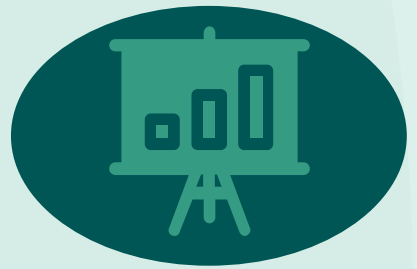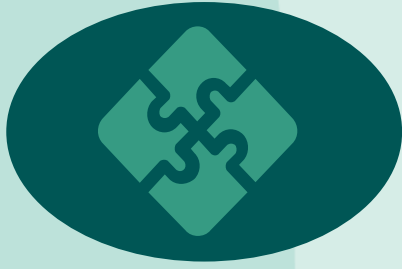
Coaching, whether formal or informal provides opportunities for colleagues to develop new skills and build self confidence.

Mentoring empowers individuals to learn from experienced colleagues and take on board invaluable advice and guidance.

The Leadership and Organisational Development Faculty oversee Coaching and Mentoring Schemes that run on an ongoing basis.

• The Minority Staff Association Mentoring scheme – running as a pilot scheme to help support our under represented colleagues.

• Departmental coaching scheme.

For more information please contact a member of the L&OD team.

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